Focus Area #1: Worker Retention, Recruitment, and Satisfaction

Goal #1	Baseline	Process Measure	Date Due/ Completed	Quarterly Progress
Strengthen retention and recruitment practices to maintain or increase the percentage of workers remaining employed with Child and Family Services.	85.4%/yr. caseworkers 87.2%/yr. supervisors	85.4% or more of caseworkers remain per year 87.2%/yr or more of supervisors remain per year	August annually- Completed for FY08.	See specific activities below. Completed for FY08. Met goal for supervisors at 90% remaining, but did not meet goal for caseworkers with 82% remaining.
1. Analyze information from ongoing exit surveys of departing staff to evaluate worker reasons for leaving.		Summary of exit surveys	Feb 2008 - Completed	Completed/available on the web.
2. Create a pay plan for DCFS workers to present to the Department and legislature that reflects the need for career ladder increases and promotions.		Written plan	July 2009	Survey results have been obtained. Analysis of the data is underway. We are also in the process of gathering and analyzing reports and other information on pay plans, career ladders, and worker retention in child welfare. Because of recent budget cuts it is not feasible to pursue this at the current time. We will still work on a plan to have ready for the future but it will not have the same sense of urgency.
3. Track employee turnover rates and analyze trends.		Written report	August annually – Completed FY08	Turnover analysis for FY08 has been completed. Total staff turnover is approximately 16%, caseworkers was 18% and supervisors was 10%.
4. Explore enhanced supports for workers, such as support during early years of employment, positive reinforcement strategies for workers based on longevity, and support for traumatic stress related to		Initial design to address support issues Written progress	Oct 2008 Quarterly	Online survey addressing supports and trauma was completed. Data is being used in designing a peer support program, which is currently being developed. Regions have designated peer support staff. Training for

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child welfare work.		reports		peer support staff was completed in August 2008. Practice guidelines have been drafted and fliers for members of the team have been developed on defusings, debriefings, etc. Tracking database for incidents is being developed and practice sessions will soon be held statewide.
5. Improve recruitment practices by gathering and evaluating existing recruitment and pre-screening methods, comparing with national research and practices in other states, developing recruitment models, pilot testing models, and making final recommendations.		Initial Evaluation Comparison Pilot models Final Report	Mar 2009 June 2009 Dec 2009 Mar 2010	Four employees attended a conference in August that included information on recruitment practices. The group is reviewing the information and will make recommendations about alterations in current practice.
Goal #2	**Baseline**	**Process Measure**	**Date Due**	
Explore and develop strategies to minimize negative impact on clients and workers resulting from worker turnover or temporary absence.	No baseline information available. *(Repeated comment in Dept survey.)*	New feedback measures from workers	Dec 2009	This work activity has not been initiated.

	Baseline	Process Measure	Date Due	Quarterly Progress
1. Identify current practices pertaining to worker coverage at times of turnover or absence, and obtain input regarding specific types of negative impact and ideas for how to minimize through methods such as survey or focus groups.		Written report	Jan 2009	This work activity has not been initiated.
2. Evaluate ideas and practices and research literature to identify strategies to minimize negative impact. Develop pilot proposals.		Pilot proposals considered by administrative team	June 2009	This work activity has not been initiated.
3. As practicable, pilot strategies on local teams, analyze results, and develop final recommendations.		Written report	Dec 2009	This work activity has not been initiated.
Goal #3	**Baseline**	**Process Measure**	**Date Due**	**Quarterly Progress**
Maintain or increase employee satisfaction.	**84%**	**84% or higher reported in DHS employee survey**	**Next DHS survey, approx. Jan 2009**	See specific activities below.
1. Formalize communication methods both vertically and horizontally in DCFS and develop and implement methods to increase workers' ability to share in organizational policy and decision-making. Test effectiveness of methods in completing work activities for Goal 2 Activity 1 and Goal 3 Activity 3, evaluate and establish final recommendations.		Written methods Effectiveness tested	May 2008 Jan 2009 (2.1) and Mar 2009 (3.3)	Survey results have been obtained. The volume and complexity of the data has made summarizing and analysis more challenging than expected. This has resulted in a delay completing a communication plan. We are modifying the due date to have a draft plan completed for presentation to regional focus groups by November 2008.
2. Clarify policies and identify resources available for employee recognition activities and incentives. Provide information to regions on recognition and incentive policies and resources.		-Administrative Guidelines -Child Welfare Update -Summary distributed	June 2008 Completed	Department of Human Resource Management and Human Services policies on incentives and recognition were evaluated, including funding limits. A summary of policies was developed. This information was communicated to Child

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				and Family Services staff statewide through the Child Welfare Update June 2008 and is available on the website.
3. Assess ways workload can be reduced or streamlined, such as exploring the possibility of establishing parameters for case types in which we will no longer intervene (e.g. delinquent, out of home perpetrators when there is no risk, mental health issues, etc.) and ability to eliminate day to day worker tasks. Do this by gathering and evaluating initial worker level feedback, analyzing system requirements such as laws, guidelines, MIS requirements, and recommending changes. Also, develop a process for ongoing organizational operations review to streamline workload.		Initial worker feedback and analysis System analysis and proposals Ongoing review process defined and initiated	Mar 2009 Sep 2009 Dec 2009	Group is exploring use of one-time grant funds to hire time-limited positions to review SAFE system with the purpose of eliminating documentation that is no longer needed or is redundant.

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